



PEO Surface Strike

5 June 2000

DD 21

Optimal Manning Through Management of Policy and Cultural Changes

***Presentation to
The Technical Cooperative Program
Annual Meeting***



Challenges

Landscape

Policy

Clearinghouse

Road Ahead



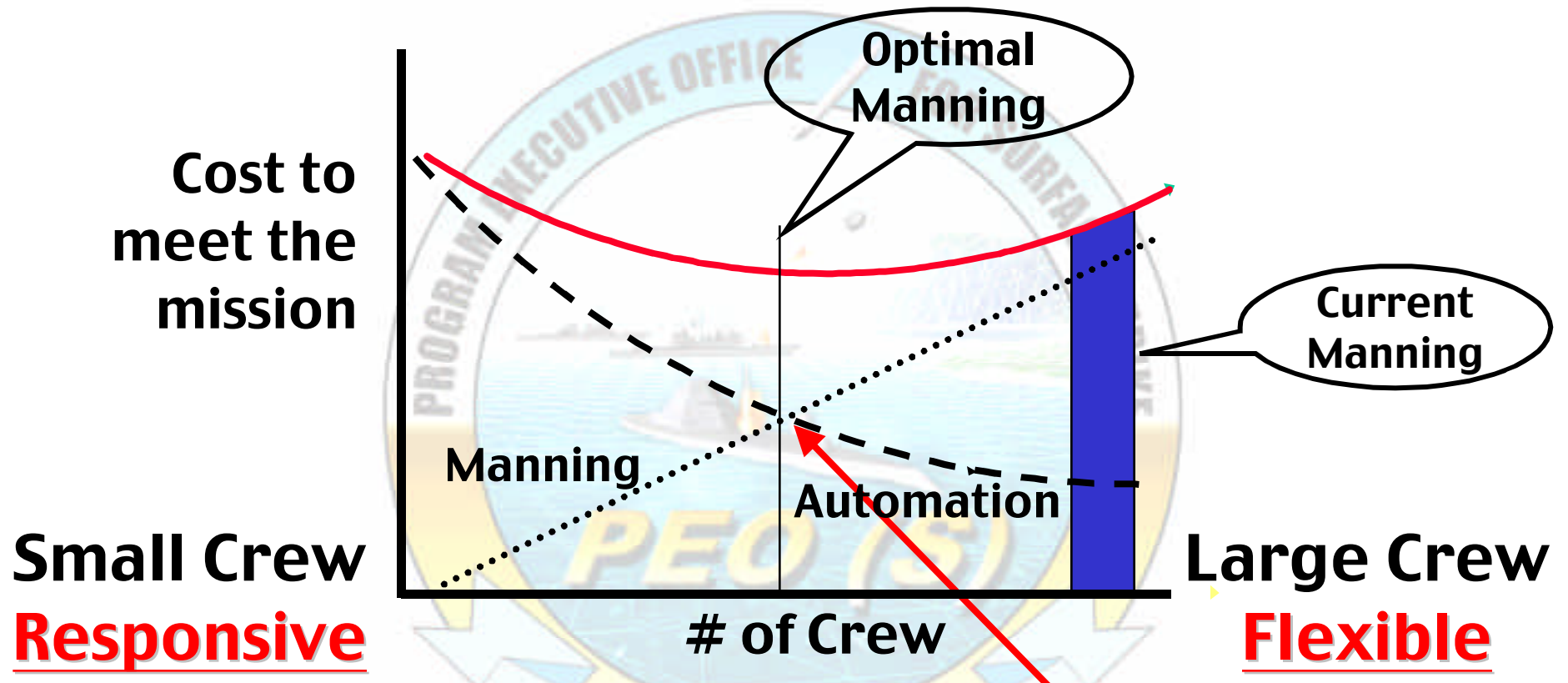
The DD 21 Challenge

A 21st century surface combatant that . . .

- Exceeds DDG 51 capability in maritime dominance (including local air defense), land attack, survivability and joint force connectivity
- Reduces Operation & Support cost by 70% of DDG 51
- Reduces manning by 70% of DDG 51
- Takes into account upgradability and scalability to meet family-of-ships requirement (e.g., CG 21)
- Maintains 90% availability

. . . and achieves a procurement cost for the 5th DD 21 of \$750M (FY96\$) at each shipyard

Optimal Manning



↑ Total System Performance
& Life Cycle Cost ↓

How do we get here?

Solutions Are Complex

Technology only part of the solution

**Fundamental Changes to Policy & Culture
necessary in the way ships are:**

- Acquired
- Engineered
- Operated
- Manned

**And, not good enough to merely ID
issues They must be resolved.**

How hard will it be?



Challenges

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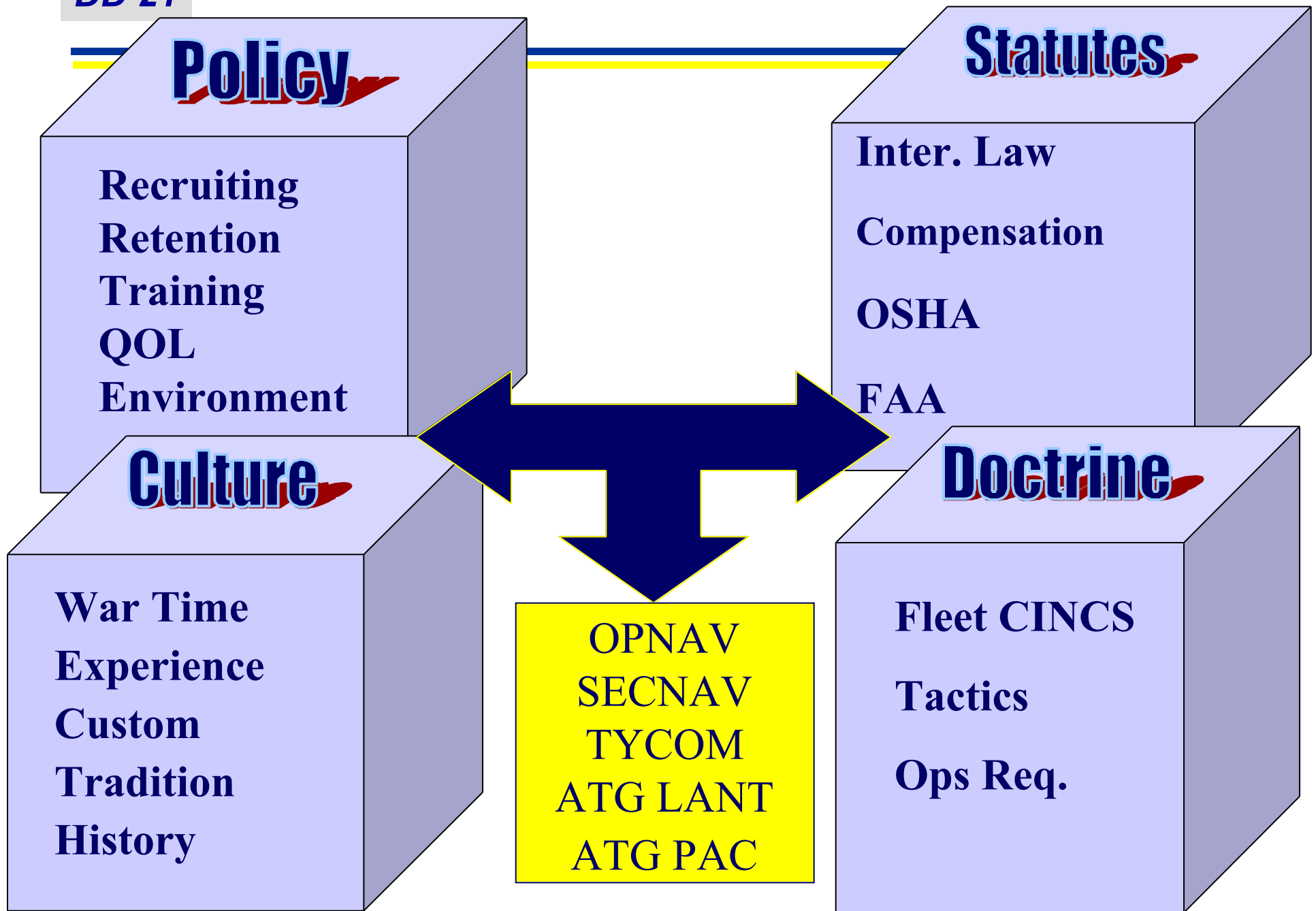
Clearinghouse

Road Ahead



Areas of Change

DD 21



The “Battlespace”...



Must Prepare *Now* for Future

As Program matures ...increasing challenge
especially post downselect

High level concepts must be translated into policy and practices that really work and...

- are *anticipated* to work
- achieve desired ends *without unintended consequence*
 - » *requires centralized coordination & insight*

Increasing numbers of issues

- *diverse...complex...interrelated*
- *dynamic* ... subject to rapid, significant change

“everything” will become an issue of Policy

- impediments *or* enablers

Required – a Tool.

The Tool

We need a tool to help us Manage and Process large amounts of information over a geographically dispersed area in order to capture issues globally because

- Accessible
- Flexible
- Results Oriented

MP&T Issues will drive DD 21 Program...
...the Policy Clearinghouse will facilitate solutions

The tool needs to assist us to

IDENTIFY

AGGREGATE

COORDINATE

EVALUATE

DISPLAY

RESOLVE

DISSEMINATE

It's Important to Know What Will & Won't Change

Policy Clearinghouse?

Outline

Challenges

Landscape



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Clearinghouse

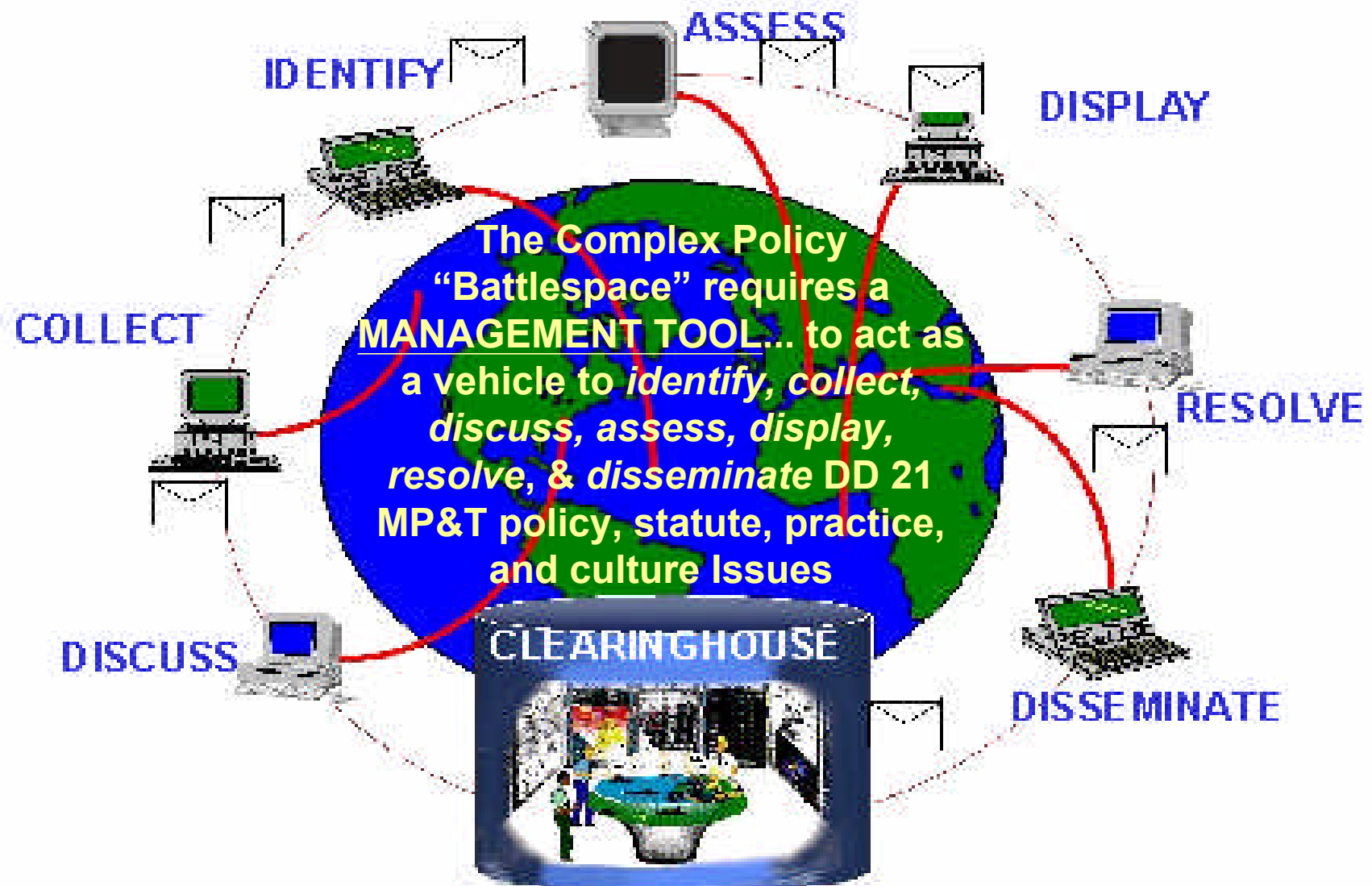
Road Ahead



DD 21

DD 21 Policy Clearinghouse

An Enabler



REQUIREMENT: Network-centric Program Management

Overcoming the Challenge

THE DD21 POLICY “CLEARINGHOUSE”

Purpose

- PEO sponsored effort to serve as the Policy Clearinghouse management tool.

What this “Tool” Provides

- **GLOBAL “CRADLE-GRAVE” ISSUE COLLABORATION** ...the Fleet, Industry and “others”
- **FOCUS on CRITICAL & TIME SENSITIVE** issues... “Sorting Wheat from Chaff” .
- **IMPROVED REACTION TIME** between issue ID and resolution.
- **ID RESPONSIBLE OFFICE(S)** for effecting change.
- **RECOMMENDED COURSES OF ACTION** for issue resolution.
- **RAPID POTENTIAL “ROADBLOCKS” ID**...enables future issue resolution.
- **PROGRAM DEFENSE** with data warehouse archive capability.

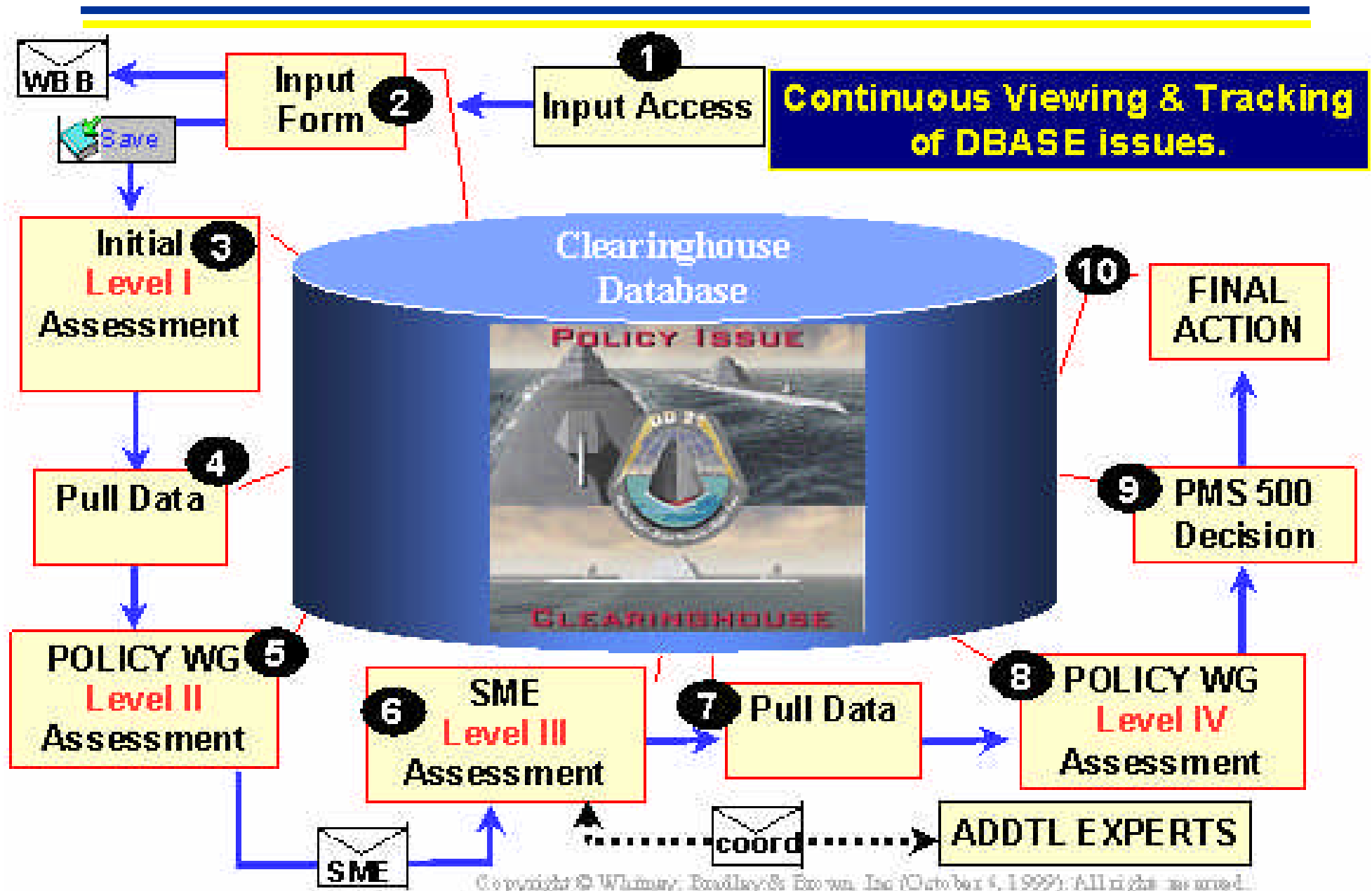
REQUIREMENT: Global Access, Speed, and Time-Sensitive Workflow

What the Clearinghouse Tool Is...

- ◆ **THE NETWORK IS THE SYSTEM (UNCLAS WEB).**
 - **Platform and Operating System (OS) Independent** (All PC, MAC, UNIX).
- ◆ **RAPID GLOBAL ACCESS for issue ID & collection:**
 - **Internet** homepage.
- ◆ **CONTINUOUS DISPLAY & TRACKING** throughout the collaboration "lifecycle".
 - **Data Warehouse Repository** (Import/Export ODBC compatibility) for Program Management & Fleet Situational Awareness.
- ◆ **NETWORK-BASED DYNAMIC WORKFLOW:**
 - Global **Evaluation & Dissemination** of issues by all concerned — **through resolution.**
- ◆ **SECURITY:** Unclassified, **NO** "Competition Sensitive (CSI) information.



The Clearinghouse Process



Issue Collection

Mandatory ID, supporting rationale, references, and ID of OPR.

“User Friendly” Help

Segmented data for sorting & retrieval

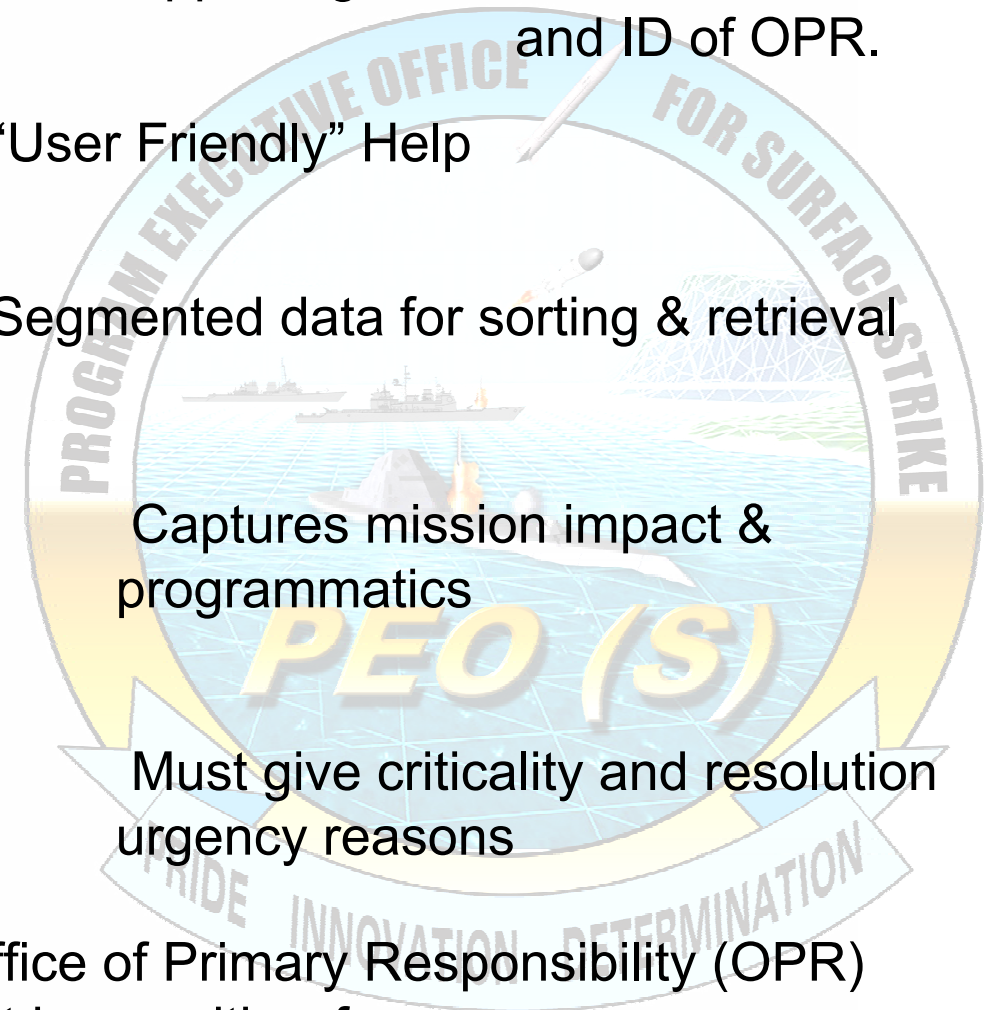
Captures mission impact & programmatic

Must give criticality and resolution urgency reasons

Must ID Office of Primary Responsibility (OPR) and support issue with references

REQUIREMENT: Quality Input to ensure Quality Action

The screenshot displays the DD 21 Issue Collection form. It includes a header section with the title "DD 21 Issue Collection Policy (Building Block)". Below this, there are several input fields for "Issue ID", "Issue Title", "Issue Description", "Issue Category", "Issue Status", and "Issue Date". A "STATUTE" dropdown menu is visible, with options including "STATUTE", "POLICY", "DOCTRINE", "CULTURE", "NOTE", "LAND ATTACK", "AIR DEFENSE", "AVIATION", "UNDERSEA WARFARE", "ELECTRONIC WARFARE", "INTELLIGENCE", "LOGISTICS", "MOBILITY", "MINE WARFARE", "SURVIVABILITY", and "ADMINISTRATION". The "LOGISTICS" option is currently selected. The form also includes a "REFERENCES" section with a list of references and a "Comments" section for additional notes.



A Capability “Multiplier”

The “team” is now GLOBAL...access to geographically distributed experts...information producers “produce”...less travel.

Increased information transfer flexibility leads to increased information flow.

Rapid turnarounds...less duplication...better estimation.

Enhanced perception and knowledge retention...better workforce skills.

Risk Identification...reduction.... and mitigation.

Institutionalized infrastructure, tools, and processes.

Information “warehouse”...Immediate access for search and retrieval.

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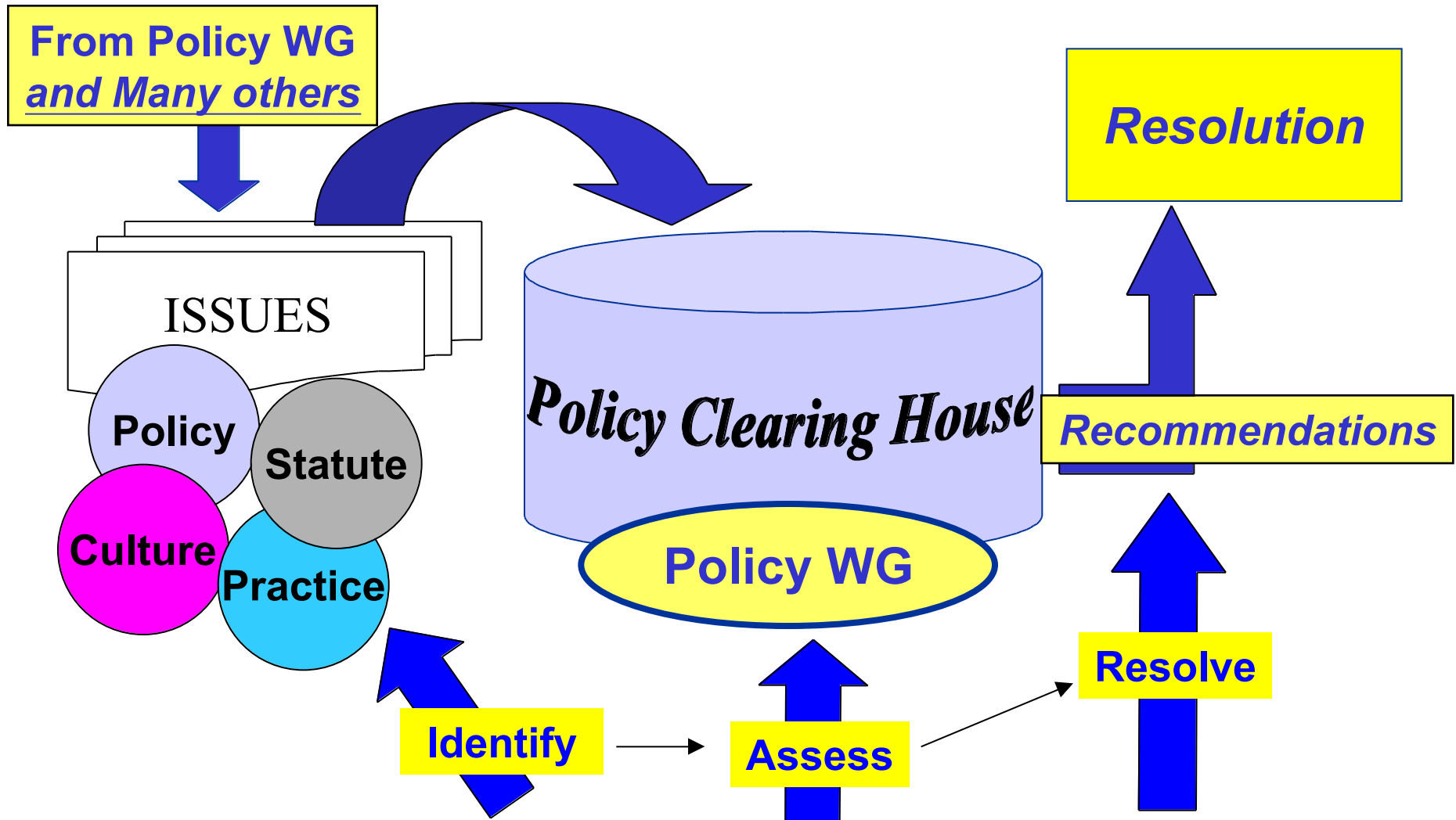
Policy

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Road Ahead



For Optimal Manning to Succeed Critical we must

Summary

Optimal Manning will succeed but first

- *fundamental policies & culture must change*

Policy Clearinghouse gives us a tool that

- *facilitates issue identification & assessment*
- *permits resolution by competent authority*

